MANAGING ENTERPRISE ARCHITECTURE PLANNING
Blueprints for Knowledge Management

WHAT'S HAPPENING

Why have so many systems development initiatives been disappointingly ineffective? Perhaps you remember playing a party-game sometimes called "telephone". The first person whispers something to the second person, then the second person tells the third person what the first said, and so on. When the last person announces the message to the group, the changes are usually quite funny and it seems amazing that so little of the intended meaning remained. Now let's examine the typical approach for developing information systems. Someone (presumedly representing the business) tells an analyst "my systems requirements are ..." The analyst tells a designer, the designer tells a programmer and a database administrator, eventually additional people become involved for quality assurance, equipment acquisition, computing operations, and telecommunication. Of course, multiple people may be on each side of a communication and employ a variety of mediums and languages. Can you see what's been happening? Telephone-game approaches for systems development are **inherently ineffective**.

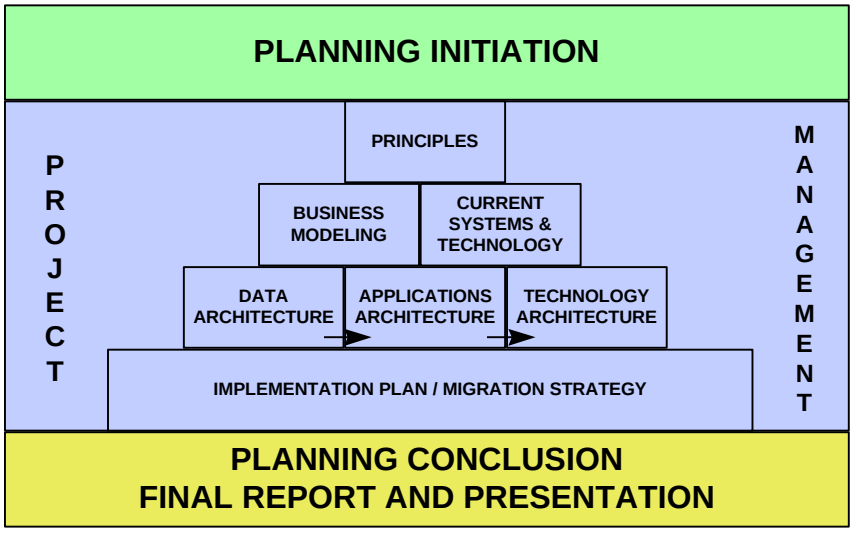
The assembly line is commonly cited as a linch-pin of the Industrial Revolution. Before that, products were custom made to customer's specifications, and those one-of-a-kind products were relatively expensive to make, broke frequently, and very costly to fix or change. Sound familiar? Today, as we look back today on numerous early attempts to improve productivity and profit, recommendations such as having workers wear roller skates seem downright ludicrous. People in the future looking back on knowledge management in the 2nd half of the 20th century may similarly chuckle at the numerous products and methods to access information faster and cheaper and to improve the productivity of systems development.

If you want to **stop using telephone-game approaches** and **introduce assembly-line concepts** for "manufacturing" information, consider **Enterprise Architecture Planning (EAP)** as your first step. EAP creates the top two layers of John Zachman's **Framework for Enterprise Architecture** applying lessons learned from a wide variety of disciplines such as computing, business administration, communication & linguistics, psychology, philosophy, and political science. Blueprints for data, applications, and technology will be defined along with a migration plan that will be a cost-effective long-term solution, not merely a quick-fix. **EAP is complementary to Business Process Improvement and Re-Engineering,** indeed one company conducted both EAP and BPI at the same time with the same team! Common-sense principles, informed objective decisions, and widespread management participation and representation provides a business perspective, credibility, and demystifies systems planning.

One way in which EAP differs from a conventional systems plan, is that instead of a few mammoth systems projects, an architected plan is like a jig-saw puzzle. Lots of little pieces, each one unique (no redundancy), and each fitting (integrating) just one way with the surrounding pieces to form a complete picture. Moreover, the familiar logical procedure for assembling a jig-saw puzzle is like the one used to determine the implementation sequence for the migration plan.

Automated documentation and analysis products are an absolute necessity for creating enterprise-wide architectures and plans. In this seminar, examples will be shown of the powerful capabilities that the best-of-breed PC-based products that can facilitate the EAP team.

Two factors common to all successful EAP initiatives are **solid management commitment** and **strong project leadership**. Therefore, the focus of the seminar is on **interpersonal skills and techniques** for organizing and directing an EAP project, obtaining commitment (funding, people, and time), presenting the plan for acceptance, and leading the transition from planning to implementation. In other words, successfully handling the **politics** of planning business systems.



WHAT YOU WILL LEARN
AT THE IN-DEPTH EAP SEMINAR

The emphasis of this course is on managing every aspect of enterprise architecture planning from the perspective of an expert who has guided dozens of such projects in virtually every industry. The methodology is adaptable to different business and government cultures. **Examples of architectures, procedures, checklists, and useful guidelines** will be provided for each and every step as we proceed through the EAP process. Sample reports and presentation outlines are included. Dr. Spewak "wrote the book" on EAP and no other source provides such comprehensive and practical information. Issues and experiences of attendees and their firms will be discussed. Attendees will leave the seminar knowing what must be done to lead and direct a successful EAP project for their company.

- Techniques for guiding every phase and step of EAP
- Obtaining acceptance of the results
- Handling the political aspects of change
- Separating pragmatism from theory
- Why most principles and business models are ineffective
- Criteria for measuring the quality of architectures
- Techniques for gathering business knowledge
- "Framework thinking" for innovation & quality
- Balancing scope vs. detail vs. time vs. resources
- Adapting EAP to suit your particular situation
- Plus, more than **1,300 pages of supplementary readings!**

WHO SHOULD ATTEND

This in-depth training is for **architects, planners, business analysts,** and others who will be part of an EAP project team and be making the tough architectural decisions to improve both the IT function and the business.

As a prerequisite, attendees should have a basic knowledge of EAP gained by reading the EAP book, attending the executive overview, or practical strategic planning experience.

FACULTY

Dr. Steven Spewak is a Founding Principal of Enterprise Architects, Inc. one of the few firms that coach, train, and facilitate EAP project teams for corporations and government agencies. His experience spans more than twenty-five years as a roll-up-the-sleeves hands-on consultant for enterprise architecture planning, information engineering, and data administration. His highly-rated seminars on EAP have been presented by DCI every year commencing in 1986. Dr. Spewak is the author of the acclaimed textbook *Enterprise Architecture Planning* published by John Wiley & Sons (more than 17,000 in print), and was the chief technical editor for the *Data Resource Management* journal and *Data Base Management* information service published by Auerbach.

Seminar Outline

IN-DEPTH EAP TRAINING

1. Planning Initiation

a. Defining "Enterprise"
b. Strategic Visioning
c. Change Readiness Assessment
d. EAP methods, products, and tools
e. 10 roles and responsibilities
f. Team member qualifications
g. Creating a detailed workplan
h. Obtaining commitment

2. Principles of IT Management

a. Formulating principles
b. Good vs. poor principles
c. The principles document
d. Formal ratification
e. Amending principles

3. The Business Model

a. Strategic business planning
b. Organization structure and locations
c. Guidelines for defining the business
d. Techniques for “Framework Thinking”
e. Relating Actions to Org Units
f. Presenting the business model

4. Enterprise Survey

a. Scheduling learning sessions
b. Forms and Procedures
c. Techniques and guidelines
d. Business improvement opportunities
e. Managing business knowledge
f. Presenting the business model

5. Current Systems and Technology

a. The Information Resource Catalog
b. Benefits of an IRC
c. Methodology to compile an IRC
d. Objective vs subjective data
e. Evaluating current systems
f. Presenting the IRC

6. The Data Architecture

a. Business object components
b. Defining business objects
c. Linking objects to actions
d. Business implications of common definitions and identification
e. Presenting the data architecture

7. The Applications Architecture

a. Application components
b. Defining applications
c. Linking applications to functions, existing systems, and data
d. Implications of Cross-Organizational Applications
e. Presenting the applications arch

8. The Technology Architecture

a. Components of Platforms
b. Technology platform decisions
c. Relating platforms to applications
d. Data/systems distribution
e. System migration decisions
f. Presenting the technology arch

9. Implementation/Migration Plan

a. Assumptions & Parameters
b. Natural data-driven sequence
c. Business priorities
d. Effort/resource estimation
e. The migration schedule
f. Cost/benefit analysis
g. Business implications
h. Recommendations and CSFs

10. Planning Conclusion

a. Preparing the final report
b. The final presentation

11. The Transition to Implementation

a. Transition steps
b. Development methodologies
c. Acquisition of technologies
d. Refining the architectures
e. Standards and procedures
f. Maintaining the Architectures

12. Wrap-Up

a. Hundreds of references
b. Review of EAP Success Factors